Office of State Human Resources

Information Technology Plan
For 2014-2016 Biennium

By

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Contents

1 INTRODUCTION

1.1 PURPOSE

The purpose of this document is to provide agency data for the Information Technology Plan for the 2014-2016 Biennium to the North Carolina State Chief Information Officer (SCIO) as required by G.S. 147-33.72B.   The statute mandates that each agency submit a technology plan to the SCIO by October 1 of each even-numbered year.   The State Information Technology Plan (Plan) is required to cover a five-year time period.   To properly inform the Plan, agency plans are also required to cover a five-year time period.

1.2 ROADMAP

Goal	Objective	Initiative	Description	Funding Mechanism
Goal 1: Talent Development and Management - Implement a comprehensive Human Capital Management system which is an integral component of a comprehensive talent management strategy that seeks to optimize the core processes in managing a workforce: attracting, developing, motivating, and retaining talent; identifying and growing future leaders; and aligning talent, which directly contributes to	Objective 1.1 Sustain a centrally funded, Enterprise Learning Management System	Initiative 1.1.1	Enable transportable learning and development activities throughout state government by sustaining an enterprise-wide software application for the administration, documentation, tracking, and reporting of training programs, classroom and online events, e-learning programs and training content.	Centrally funded via the General Fund
	Objective 1.2 Implement a centrally funded Enterprise Performance Management system	Initiative 1.2.1	Replace the current paper-based work plans with a web-based system that enables coordination of work efforts within an agency, allows employees to see how their work	Centrally funded via the General Fund

Goal	Objective	Initiative	Description	Funding Mechanism
organizational goals and objectives.			contributes to their agencies' larger missions, and facilitates ongoing management of employees' performance, as well as expediting the administrative tasks of documenting work plans and appraisals.	
	Objective 1.3 Sustain a centrally funded Enterprise Applicant Tracking System	Initiative 1.3.1	Review current Applicant Tracking system and develop an RFP to secure a system that meets the needs of the State to attract and document job applicants reducing the labor intensive processes and utilizing workflow to generate a consistent experience for applicants and HR staff.	Centrally funded via the General Fund
Goal 2: Resource Optimization - Maximize the Human Resource Function to meet the current and future needs of state government	Objective 2.1 NC GEAR: Lead the effort within the executive branch to review the efficiency and effectiveness of the HR function	Initiative 2.1.1	Utilize technology to support/implement NC GEAR recommendations, including business process improvements.	Centrally funded via the General Fund
	Objective 2.2 Integrate technology into the HR System's processes	Initiative 2.2.1	Participate in ERP Financials planning to ensure integration with HR function is considered and HR requirements are met	Centrally funded via the General Fund
		Initiative 2.2.2	Redesign OSHR website as part of the Digital Commons initiative	Centrally funded via the General

Goal	Objective	Initiative	Description	Funding Mechanism
				Fund
	Objective 2.3 Improve Temporary Solutions business processes and technology to most efficiently and effectively deliver services	Initiative 2.3.1	Evaluate time collection and invoicing processes and implement business process and technology improvements by May, 2015	Receipts
Goal 3: Total Rewards- Develop and implement a system of total rewards to attract, motivate and retain employees.	Objective 3.1 Research, design and develop a total compensation system that is market competitive, consistent and fair for state employees	Initiative 3.1.1	Integrate new classification and salary structure into the BEACON HR/Payroll system	Centrally funded via the General Fund (OSC funds)
		Initiative 3.1.2	Work with OSC to ensure proper integration with the state's Job Description writing tool	Centrally funded via the General Fund
	Objective 3.2 Consolidated Benefits: Inventory and evaluate varying benefit plans in the agencies and recommend the feasibility and structure to consolidate offerings	Initiative 3.2.1	Work with OSC to implement consolidated benefits within the BEACON HR/Payroll system	Centrally funded via the General Fund (OSC funds)
Goal 4 – Safety, Heath & Workers Compensation- Establish a behavior based safety culture emphasizing hazard recognition to reduce employee injuries and illnesses, while establishing processes to manage and control the Workers compensation cost	Objective 4.1 Sustain a contract with a third party administrator to manage Worker's Comp claims	Initiative 4.1.1	Work with the 3rd party service providers, to add functionality, as needed, to identify trends, reduce safety incidents and reduce workers comp costs.	Centrally funded via the General Fund
	Objective 4.2 Utilize technology to increase safety awareness	Initiative 4.2.1	Use the OSHR website, digital newsletters and the learning management system to provide information and training to increase safety awareness and reduce hazards and incidents	Centrally funded via the General Fund

Goal	Objective	Initiative	Description	Funding Mechanism
Goal 5 – EEO, Diversity & Inclusion- Develop, implement and lead initiatives that promote EEO, leverage diversity and foster inclusion to ensure fairness and opportunities for all employees	Objective 5.1 Promote awareness and understanding of diversity and inclusion by the development and implementation of webinars, videos, you-tube and other social media programs to support a diverse and inclusive work environment.	Initiative 5.1.1	Incorporate videos, webinars, and other diversity information on OSHR's website to promote diversity awareness	Centrally funded via the General Fund
		Initiative 5.1.2	Provide information and forms via the OSHR website to assist individual seeking information or wishing to make EEO informal inquiries	Centrally funded via the General Fund

2 OFFICE OF STATE HUMAN RESOURCES IT PLAN EXECUTIVE SUMMARY

The Office of State Human Resources (OSHR) Information Technology Plan provides an overview of the goals and strategies of the agency and specifically identifies the role of information technology in delivering these initiatives. Information technology is a key component of OSHR's success in delivering quality and timely services.

The Information Technology Plan lays out the key goals and strategies of the department. The Information Technology Plan is not intended to be an exhaustive list of initiatives and focuses on the large enterprise projects to be delivered or enhanced in the 2014-2016 Biennium. Consideration was given to the State CIO's strategies and guiding principles as this plan was developed to ensure alignment with the overall IT vision and strategy for the state. As with any successful plan, this strategic plan will be a living document and will be updated as priorities and needs change.

3 GUIDANCE

3.1 SCIO GUIDANCE

IT Vision

Making government services more accessible and efficient for all consumers is the foundation of the One IT strategy.

IT Mission

Promoting a stronger North Carolina that connects citizens, businesses, education, and government is the mission of IT.

IT Strategies

Strategies focus organizations to achieve complicated goals or objectives. With an eye to the future while sustaining current foundational requirements, the SCIO has adopted the "ABC" strategy to fix and modernize IT.
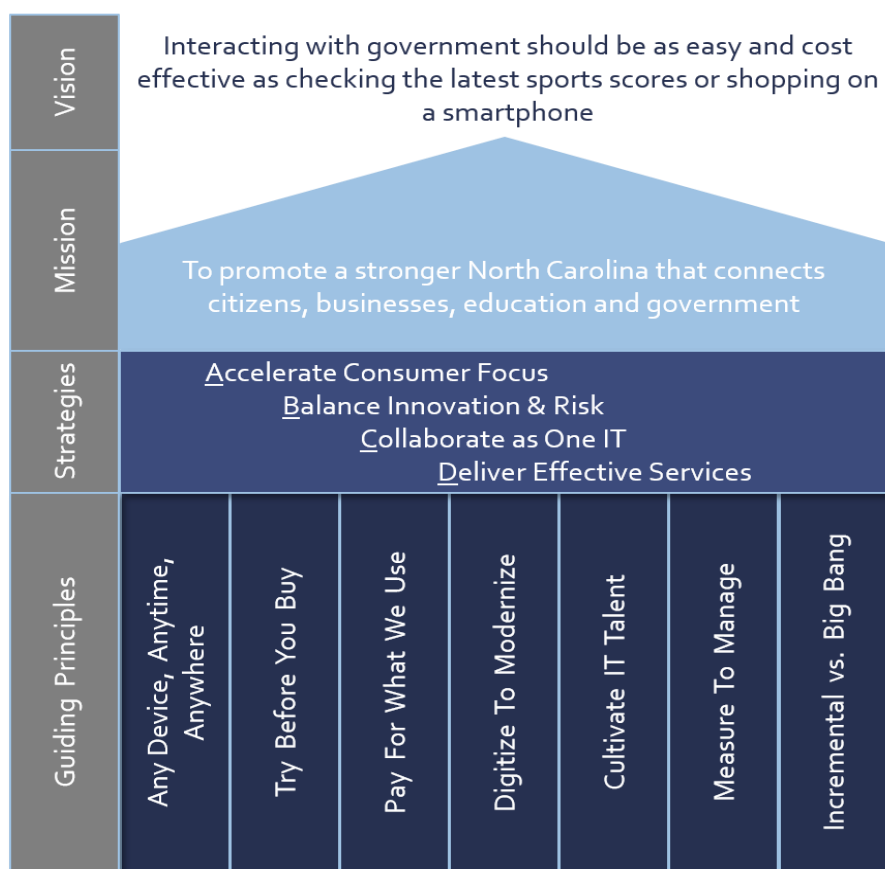
IT Vision, Mission, and Strategies

	Strategy	Intended to:
A.	Accelerate Consumer Focus	Embrace the consumerization of IT with a focus on the requirements of the consumer of technology
B.	Balance Innovation and Risk	Try newer technologies while managing enterprise risk
C.	Collaborate as One IT	Work as a team to accomplish our mission
D.	Deliver Effective Operations	Focus on achieving business outcomes through effective and efficient technology delivery

In addition to the seven guiding principles outlined above, the SCIO's Cabinet Unite IT Strategy focuses strongly on collaborative IT governance, big data and analytics (to include, but not limited to, work with GDAC and GIS), IT operations, and innovation.

The table below outlines the six IT business capabilities and five IT organizational capabilities highlighted in the Cabinet Unite IT Strategy.

Business Capabilities	Organizational Capabilities
Digital Focus	Collaborative IT Governance
Big Data and Analytics	Strategic Planning and Architecture
Enterprise Resource Planning	IT Program and Project Management
Application and Service Modernization	Innovation
Risk Management and Security	Talent Development and Management
IT Operations	

Please consider these areas, along with the seven guiding principles and your agency-specific goals and objectives when creating agency IT goals and objectives.

4 OSHR Vision, Mission, Values and Goals

4.1 Vision

A short and long term goal of any high performing organization is to seek opportunities to improve performance and services.   The Office of State Human Resources has identified technology solutions that can assist in improving employee and government performance, present significant cost savings to the State of North Carolina, and overall better management of our human capital.

4.2 Agency Goals

4.2.1 Goal 1 - Talent Development and Management

Implement a comprehensive Human Capital Management system which is an integral component of a comprehensive talent management strategy that seeks to optimize the core processes in managing a workforce: attracting, developing, motivating, and retaining talent; identifying and growing future leaders; and aligning talent, which directly contributes to organizational goals and objectives.

4.2.1.1   Objective 1.1 - Sustain a centrally funded, Enterprise Learning Management System

Initiative 1.1.1 - Enable transportable learning and development activities throughout state government by sustaining an enterprise-wide software application for the administration, documentation, tracking, and reporting of training programs, classroom and online events, e-learning programs and training content.

The Office of State Human Resources will sustain solutions that are scalable and can be deployed statewide to Cabinet and Council of State Agencies. Eventually, and as needs dictate, the University system can be brought on-board. The intent is to maintain a Learning Management System designed with the flexibility to incorporate unique differences between organizations, while leveraging a single investment to insure citizens get the greatest return on this expenditure.

In the existing environment, 75,000 employees in the Cabinet and Council of State receive training and development via the LMS. In the first thirteen months of going live, there were over 1,000,000 completions in the LMS, 222% of the established year one goal of 450,000 completions.

The LMS integrates with both the HR/Payroll system to identify knowledge gaps, assign appropriate training for both new hires as well as promoted or transferred employees in new positions. Many aspects of training can be successfully completed prior to starting in a new role, thus expediting the learning curve and better preparing the employee for immediate success.

The LMS has and continues to generate opportunities to create efficiencies by eliminating duplicative effort. For example, agencies have individually developed and delivered courses such as customer service, communication, orientation and management training unbeknownst to others. The LMS would allow the most effective courses to be identified and utilized by the entire State workforce. OSHR has utilized the system to assign policy and procedural training to appropriate employee groups across boundaries thus providing a consistent learning event and generating accountability.

The LMS tremendously simplified the registration process by automating agency work flows, thus eliminating the necessity for manual registrations processes such as e-mail, faxed enrollment forms, data base entry, course confirmation e-mails as well as creation of course rosters. In addition, capturing all training activity in a centralized database, has allowed for more accurate estimations of training expenditures and a better ability to effectively control training expenditures through economies of scale, leveraging existing training materials.

The LMS also allows for increased employee accountability by directly linking learning to various HR activities such as performance management, career development and succession planning. Equally important is the ability to tightly link learning initiatives with key business operations in order to increase citizen satisfaction, create a high performance workforce and positively impact talent retention efforts.

The LMS will integrate with the performance management system, which encompasses employee appraisals, competency management, skills-gap analysis, succession planning, and multi-rater assessments to provide a customized learning and development experience.

4.2.1.2 Objective 1.2 - Implement a centrally funded Enterprise Performance Management System

Initiative 1.2.1 - Replace the current paper-based work plans and annual performance appraisals supervisors are conduct with each of their employees with a web-based system that enables coordination of work efforts within an agency, allows employees to see how their work contributes to their agencies' larger missions, and facilitates ongoing management of employees' performance, as well as expediting the administrative tasks of documenting work plans and appraisals. The Performance Management will be tightly integrated with the Learning Management System.

In the current performance management (PM) system, managers meet with their employees at the beginning of the year to establish a work plan, which lays out the performance expectations for the employee, conduct at least one discussion during the year to provide performance feedback to the employee, and complete a performance appraisal at the end of the year, rating employees' overall performance on a five-point rating scale. Performance ratings are used to determine employees' eligibility for the Career Growth Recognition Award (merit increase), cost of living adjustment, and bonus.

Based on a 2010 audit conducted by the State Auditor and the Triennial Review of PM Practices (a self-evaluation conducted by each agency), a number of problems with the current system have been identified. In general, performance ratings are highly skewed toward the positive end of the scale. There is considerable variability, however, from agency to agency, some rating their employees very leniently and others very strictly. Many managers consider PM a meaningless administrative task since performance pay has not been funded since 2000. Many work plans are cumbersome, 20-page-plus documents. The State Auditor found that work plans are often vague and do not describe expected results. Similarly, appraisals often provide only vague descriptions of the results actually achieved. Agencies were advised to conduct periodic audits with follow-up training and assistance to supervisors.

Despite problems with the current system, PM is a fundamental process necessary to organizational effectiveness and is a core management responsibility. In both the private and public sectors, organizations have increasingly turned to technology to facilitate the PM process.

Good web-based PM software does not just take an existing work plan and performance appraisal template and put it online. Rather, it introduces entirely new capabilities that further the intent of PM, the ultimate purpose of which is to orchestrate the talents, experience, expertise, and energy of hundreds or thousands of employees toward achievement of their agencies' mission. The technology helps managers more effectively carry out this core managerial function and helps employees stay focused on producing the results that are most important.

An enterprise-wide PM system can help to standardize the PM process across agencies. Rather than work plans and evaluations existing in thousands of independent documents, the technology allows for "visibility," for authorized administrators to access work plan or appraisal information at any time. Critical steps in the PM process – setting performance expectations, conducting performance discussions and coaching sessions, completing end-of-year performance review – can be monitored and areas identified where assistance may be needed, all without having to conduct physical audits.

4.2.1.3   Objective 1.3 - Sustain a centrally funded Enterprise Applicant Tracking System

Initiative 1.3.1 - Review current Applicant Tracking system and develop an RFP to secure and implement a system that meets the needs of the State to attract and document job applicants reducing the labor intensive processes and utilizing workflow to generate a consistent experience for applicants and HR staff.

An applicant tracking system (ATS) is a software application that enables the electronic handling of recruitment needs. An ATS automates manual processes to create efficiencies in the administration, documentation, tracking, and reporting of recruitment. The State of North Carolina currently utilizes the NEOGOV ATS which provides a singular enterprise-wide

system to support agency and state-wide recruitment activities and initiatives. We are in year four out of a maximum of five years in the current contract.

Most major corporations and public entities use an ATS to handle job applications and to manage resume data. An ATS implements changes to recruitment policy, standards, and processes quickly across the entire system, provides a central portal for citizens to access job opportunities, and provides the State access to data for reporting and accountability enterprise wide.

Employment of the enterprise wide ATS allows for easier, accessible and efficient delivery of job opportunities to communities across North Carolina and beyond, as well as provide content to other State employment and economic development programs, such as Commerce's N.C. Division of Workforce Solutions. An enterprise-wide solution allows the State of NC to manage the recruitment and staffing in its entirety as well as report on recruitment efforts, standardize metrics, establish and compare benchmarks, and increase accountability.

With the implementation and continued utilization of the ATS, the State has an opportunity to increase efficiency, eliminate duplicative effort and effectively control costs while providing a more structured recruitment program to agencies.   All modern ATS products offer tools for reviewing applications. These tools can be customized on the front end of the recruitment cycle to assist personnel in screening positions efficiently and can be employed on a recruitment by recruitment basis as well as across areas and/or departments.   They are designed to be flexible in their application as statutes, policies, and processes change. Filters allow agencies to specify criteria (e.g. response to a job-specific supplemental question) and receive a listing of applicants who gave the desired answer, while auto-scoring will sort applications based on an applicant's responses to a series of questions. Both of these tools are automation of existing manual screening practices in accordance with current statute and policy.

Actual costs are represented as follows:

Calendar Year	Annual Cost	# of Applicant Users	# of Vacancy Postings	# of Applications	Cost per Application
2012*	$90,500	170,321	9,041	927,847	$ 0.10
2013	$72,500	182,677	8,892	969,186	$ 0.07
2014 YTD	$72,500	107,242	5,330	400,509	$ 0.08

4.2.2 Goal 2 – Maximize the Human Resource function to meet the current and future needs of state government.

4.2.2.1 Objective 2.1 – NC GEAR: Lead the effort within the executive branch to review the efficiency and effectiveness of the HR function

Initiative 2.1.1 – Utilize technology to support and/or implement NC GEAR recommendations, including recommended business process improvements. There are a number of HR transactional processes which can be improved through streamlining and simplifying processes and pushing the point of entry to employee and manager self-services. The employee separation transaction is an example of a process that may be processed more timely and effectively if pushed out to the manager.

OSHR will work with the agency HR offices and with OSC to implement process improvements within the BEACON HR/Payroll system.

4.2.2.2 Objective 2.2 – Integrate technology into the HR System's processes

Initiative 2.2.1 – Participate in the ERP Financials planning process to ensure integration with HR functions is considered and HR requirements are met. As the state's approach to replacing our current financial systems is determined, it will be important to consider current and future HR processing needs as part of the ERP software selection process.

Initiative 2.2.2 – Redesign the OSHR website as part of the Digital Commons Initiative. OSHR is participating in the Digital Commons initiative to ensure a common look and feel of agency websites across state government. OSHR recognized the need for a redesign of our website months before the statewide rebranding effort began, and has been actively participating in workshops to arrive at a common framework and approach to state government websites. OSHR has created a number of new websites in the past six months, and will incorporate the new look and feel into those sites once the common templates and tools are made available for agency use.

4.2.2.3 Objective 2.3 – Improve Temporary Solutions business processes and technology to most efficiently and effectively deliver services

Initiative 2.3.1 – Evaluate the collection and invoicing processes and implement business process improvements by April 1, 2015. Temporary Solutions is a program that has been in place since the mid 1980's, and many of the business processes have not changed as new technology has been introduced. For example, the vast majority of temporaries employed by Temporary Solutions do not enter their time through the BEACON system, which results in manual time entry by Temporary Solutions staff and subsequent delays in invoicing. Further delays in the timely payment of invoices (for a variety of reasons) result in cash flow problems,

which must be rectified. OSHR is engaging with Business Requirements Analysts provided by the Office of Information Technology Services (OITS) to create "as-is" and recommended "to-be" processes to streamline the time collection, payroll and time processing, and invoicing processes. New processes will be implemented in April, 2015, prior to the movement of OSHR under the Governor's Office (legislatively mandated to occur by July 1, 2015).

4.2.3 Goal 3 – Total Rewards: Develop and implement a system of total rewards to attract, motivate and retain employees.

4.2.3.1 *Objective 3.1 – Research, design and develop a total compensation system that is market competitive, consistent and fair for state employees.*

Initiative 3.1.1 – Integrate the new classification and salary structure into the BEACON HR/Payroll system.

The goal is to build a new compensation system that is reflective of modern day industry best practices and transition two systems (graded and career banded) to one system. The new system will consolidate the current systems and provide needed consistency in pay policies. The new compensation system will adhere to our compensation philosophy that includes current market pricing, new classification structures, a new salary structure, and occupational-based structures as needed. One consistent compensation system is needed that will be efficient and able to react quickly to labor market conditions, promote pay for performance and align internal pay within occupational groups.

OSHR will work closely with OSC to ensure the BEACON system is configured to include the new occupational, classification and salary structures, and that the transition from two pay plans to one consolidated plan happens smoothly. Careful planning and coordination will be critical to the success of this initiative.

Initiative 3.1.2 – Work with OSC to ensure proper integration with the state's Job Description writing tool.

The job/position description writing tool will enable managers to more easily maintain position descriptions for direct reports. Today, these documents are maintained outside of our Human Capital Management system in Word documents. This on-line tool and repository will streamline the process and bring about consistency among similar position descriptions within the same job classification. OSHR will work with OSC to ensure integration with the BEACON HR/Payroll ERP, as well as the Applicant Tracking System and Performance Management system.

4.2.3.2   *Objective 3.2 – Consolidate Benefits: Inventory and evaluate varying benefit plans in the agencies and recommend the feasibility and structure to consolidate offerings.*

<u>Initiative 3.2.1</u> – Work with OSC to implement consolidated benefits within the BEACON HR/Payroll system.

As new benefits are implemented or consolidated, OSHR will request changes to the BEACON system to provide the ability for employees to enroll in these benefits via Employee Self Service (ESS) and have their benefits integrated with payroll through automatic payroll deductions.

4.2.4   **Goal 4 – Safety, Health & Workers Compensation: Establish a behavior based safety culture emphasizing hazard recognition to reduce employee injuries and illnesses, while establishing processes to manage and control the workers compensation cost.**

4.2.4.1   *Objective 4.1 – Sustain a contract with a third party administrator to manage workers comp claims*

<u>Initiative 4.1.1</u> – Work with the 3rd party service providers to add functionality, as needed, to identify trends, reduce safety incidents and reduce workers comp costs.

OSHR utilizes a third party provider for the management of workers comp claims. Our plan is to sustain such a contract and leverage the wealth of information and expertise available through this type of partnership. We will continue to work with the vendor to understand how the data can be leveraged to identify trends, reduce safety incidents and reduce workers compensation costs.

4.2.4.2   *Objective 4.2 – Utilize technology to increase safety awareness.*

<u>Initiative 4.2.1</u> – Use the OSHR website, digital newsletters and the learning management system to provide information and training to state employees to increase safety awareness and reduce safety hazards and incidents.

OSHR will continue to leverage the OSHR website and other tools to promote safety awareness and reduce safety incidents. The "Hazard Hero" program was initiated in June of 2014 and was successful in promoting hazard awareness. This initiative was just the beginning of more safety awareness efforts to come, as we recognize that safety begins with each and everyone one of us.

4.2.5 Goal 5 – EEO, Diversity & Inclusion: Develop, implement and lead initiatives that promote EEO, leverage diversity and foster inclusion to ensure fairness and opportunities for all employees

4.2.5.1 *Objective 5.1 – Promote awareness and understanding of diversity and inclusion by the development and implementation of webinars, videos, you-tube and other social media programs to support a diverse and inclusive work environment*

<u>Initiative 5.1.1</u> – Incorporate videos, webinars, and other diversity information on OSHR's website to promote diversity awareness

<u>Initiative 5.1.2</u> – Provide information and forms via the OSHR website to assist individuals seeking information or wishing to make EEO informal inquiries

5 OSHR IT VISION AND MISSION

5.1 IT VISION

Information Technology should be easy to use and should enable the business.

5.2 IT MISSION

Engage with business leaders to understand how and when information technology should be used to help in the achievement of business goals.

6 OSHR IT INITIATIVES

The OSHR IT Goals, Objectives and Initiatives are closely aligned with the Governor's initiatives and agency goals, and since many of the IT projects/initiatives are SaaS solutions managed by the business, they are described under the Agency Goals section of this document.

OSHR is engaged in a number important IT and non-IT projects, all of which are delivered through a partnership between OSHR and a service provider, with assistance and guidance from the state's Enterprise Project Management Office, as appropriate. Examples of these projects are NC GEAR, the Statewide Compensation System, and Learning Management, to name a few.

6.1 OSHR PROJECT COORDINATION

The OSHR HR Planning Manager ensures that all of OSHR's projects are coordinated and aligned to ensure overall success. For example, the Compensation System project is primarily a business project, but it has technology components and communication aspects which must be coordinated with OSHR's other initiatives. As OSHR implements the performance management technology, job description writing tool and compensation plan changes, it will be especially important to align communication efforts and implementation timelines to avoid multiple, different communications with the same set of stakeholders (managers, employees, HR Directors).

6.2 OSHR PARTNERSHIPS

OSHR partners with OSC for HR/Payroll processing needs and works to ensure successful integration between the ERP and various SaaS solutions begin utilized for Talent Management and Statewide Compensation purposes. OSHR also partners with the State Health Plan and NC Flex third party vendors to deliver quality and affordable benefits to state employees. Lastly, we partner with Office of Information Technology Services (OITS) for infrastructure and project management needs, and participate in statewide initiatives, such as the Office 365 migration and Digital Commons.

6.3 WEBSITE

OSHR relies on OITS for not only desktop services, but for website development, maintenance and support. OSHR and OITS are currently in the process of developing the new Work4NC website, and will work closely on the redesign of the OSHR website under the Digital Commons project. OSHR will leverage the expertise of the vendors engaged in this project to define the information architecture and develop the design of the website.

7 OSHR IT ORGANIZATIONAL STRUCTURE

OSHR relies on service providers for all IT Services. The CIO provides strategic oversight in how best to serve the IT needs of the organization. Service providers for OSHR consist of the Office of Information Technology Services (OITS) for LAN/WAN, website, desktop, email, file and print, security and other basic infrastructure needs; the Office of the State Controller (OSC) for the ERP HR/Payroll operations and support; and a variety of third party providers for Learning Management, Performance Management, Applicant Tracking, Workers Compensation Claims Processing, Benefits Management, Job Description Writing, Compensation Studies, Unemployment Insurance, NC Flex, etc.

The Business Operations division within OSHR is responsible for the NCID administration, email account management and the purchase and maintenance of specialized software licenses. The Talent Management Division is responsible for administering the Learning Management, Performance Management and Applicant Tracking systems, all of which are Software as a Service (SaaS) solutions.

8 ADDITIONAL AGENCY REQUIREMENTS

8.1 INNOVATIVE FUNDING SOLUTIONS

The initiatives described in this plan are not fully funded. OSHR has secured centralized funding to implement and support the initial two years of the Learning Management System and Performance Management. It is estimated the cost to sustain both systems will be $12 per user/per year plus, $36,000 for training.

OSHR feels strongly that centralized funding for these initiatives is essential to the success of these enterprise programs.

8.2 OPPORTUNITIES FOR STATEWIDE INITIATIVES

The Office of State Human Resources is focused on enterprise solutions and has a history of delivering enterprise solutions on time and well within budget. During the 2010-2012 Biennium OSHR delivered a successful enterprise e-Recruit and applicant tracking system throughout the enterprise. During the 2012-2014 Biennium, OSHR delivered a successful Learning Management System throughout the enterprise and prepared for the implementation of the Performance Management Implementation during the first quarter of 2015.

These three initiatives are key projects that represent a strong business and financial value and are critical components to any Human Capital Management System.

Appendix A: List of Major IT Projects

This purpose of this section is to provide list of major IT projects and applications (>$250,000) that are in progress or planned in this biennium. The table below maps each project to overall goals and strategies.

Project Name	Short Description	Related Goals and Objectives	Summary of Anticipated Benefits	Approximate Timeframe
Applicant Tracking System	A software application that enables the electronic handling of recruitment needs.		- Increase efficiency - Reduce overall State expenditures - Provide more robust user experience - Standardize work flows - Increase transparency - Increase accessibility - Increase accountability	Ongoing
Learning Management System	Enable transportable learning and development activities throughout state government for the administration, documentation, tracking, and reporting of training programs, classroom and online events, e-learning		- Increase efficiency - Reduce overall State expenditures - Provide more robust user experience - Standardize work flows - Increase transparency - Increase accessibility - Increase accountability	Ongoing

Project Name	Short Description	Related Goals and Objectives	Summary of Anticipated Benefits	Approximate Timeframe
	programs and training content.			
Performance Management System	A web-based system that enables coordination of work efforts within an agency, allows employees to see how their work contributes to their agencies' larger missions, and facilitates ongoing management of employees' performance, as well as expediting the administrative tasks of documenting work plans and appraisals.		- Increase efficiency - Reduce overall State expenditures - Provide more robust user experience - Standardize work flows - Increase transparency - Increase accessibility 14Increase accountability	Implementation January – June 2015, then ongoing

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